

National War College

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COL. WHITE: Thank you very much, General _____.

Admiral Lee, members of the faculty, and students of the National War College. We know how important each day of your program is, and let me assure you that we are very much appreciative of your taking a day out of that important and busy schedule to come out here and let us acquaint you a little better than perhaps you are now acquainted with what this Agency is all about and what it does.

We attach great significance to the role of the National War College in our life, and we appreciate very much the opportunity that we have to send students to this course. I found over the weekend, in thinking about what I might say to this group, that we have forty-nine graduates of the National War College now -- and I think our first student went there in about 1949.

Nearly all of the problems we get into in the Central Intelligence Agency require participation, support, involvement of some kind with numerous other Government agencies, but particularly with the Department of State and the Department of Defense. We can do almost nothing unilaterally, despite the very broad powers which the Congress has seen fit to give our Director. So we are very grateful for this opportunity to tell you how we fit into the community and, in the course of the day, how

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we work with some of the other Government agencies, and particularly the Defense Department and the State Department.

Now I know Admiral Raborn talked with you on Friday about the intelligence community, and by way of introducing today's program I would just like to take a minute to set the stage and reorient you, if necessary, as to where we do fit into the intelligence community.

I think perhaps you have seen this chart before. These are the agencies of the Government which make up the intelligence community. We have lumped all other agencies over here on the left of the chart, as you see it, because there are a number of agencies in the Government that have intelligence or comparable units that do, from time to time, make a contribution to the community effort but are agencies which are not members of the United States Intelligence Board.

Now we have outlined here in brown, starting with the Director of Central Intelligence and the United States Intelligence Board off to your right there, those agencies which are members of the United States Intelligence Board -- the State Department being represented by its Director of Intelligence and Research; the Central Intelligence Agency being represented by our Deputy Director of Central Intelligence; the Defense Department by the Director of the National Security Agency; and the Director of the Defense Intelligence Agency, with the Army, Navy, and Air Force sitting

as non-voting observer members on the Board; and a representative of the Attorney General - that is, from the FBI - and from the Atomic Energy Commission.

This was just to bring you back to last Friday and show you where we sit in the intelligence community -- with the Director being the Chairman of the United States Intelligence Board and the principal advisor on intelligence to the President and the National Security Council, as well as the coordinator of the intelligence effort of the United States Government as a whole.

Now, with that very brief refresher, let's take a very quick look at the Agency itself. I will not bore you with the detailed organization chart. I would just like to identify the principal components of the Agency and give you in a word or two their overall mission, and you will hear more about the functions of these Directorates in the course of the day.

At the top of the chart -- we have already described the role of the Director, but I shall repeat it very briefly -- as the intelligence advisor for the President and the National Security Council; second, the coordinator of the Government's entire intelligence effort; and third, the administrative head of the Central Intelligence Agency. The Deputy Director of Central Intelligence, our only other Presidential appointee, is

the Director's alter ego in all of these roles, but, roughly, the Director of Central Intelligence is looking out to the community and the Deputy Director is devoting a larger share of his time looking internally toward the Agency and dealing with its day-to-day management.

I am the Executive Director - Comptroller, and as such am the Agency's Chief of Staff or General Manager, to the extent that the Deputy Director does not have time to general manage it, if you will.

Over on the right you will see a Deputy for National Intelligence Program Evaluation. This is Mr. John Bross -- perhaps you have met John. And his role is to assist the Director with the coordination of the community, and dealing in all matters that have to do with the community except National Estimates, which I will touch upon in just a moment.

Our General Counsel is our legal advisor and handles our Congressional liaison. Our Inspector General is no different from a military Inspector General or the Inspector General of the Department of State, except in addition he handles the audit function over here. I'm sure you have all read that the way we do business is merely to go out and have a party or attack a target, and count our money the next morning and see what we have left, and then figure how much the target cost last night. This is not the way it works over here, I assure you. We have an audit

staff of about 45 auditors, who, according to these Deputy Directors down here, are pretty touch characters and insist that we know where all of our money goes. This is not to say we don't pump some dry wells, but at least we know what the money went for.

Now the Agency here is divided into four principal Directorates, each headed by a Deputy Director, as shown on this chart, and I will tick off very briefly the functions of these four Directorates.

First, the Deputy Director for Intelligence. His job is the production of finished national intelligence; and his second job is the overt collection of information. Now this is done through the completely overt monitoring of foreign radio broadcasts; the collection from businesses, missionaries, academic institutions, travellers, and anyone else who has information about a foreign country; and thirdly, the exploitation of foreign language documents. Overt collection and the production of finished national intelligence is his job. Our next speaker is Dr. Kent, who heads the Office of National Estimates as well as being Chairman of the Board of National Estimates, and later on in the day you will hear from STAT who is the Deputy Director of our National Photographic Interpretation Center, and both of these gentlemen come from this Directorate.

Moving across to the Deputy Director for Plans -- this is our clandestine service. The Clandestine Services have two major

missions: first, espionage, and second, covert action. And in the course of the day you will hear from [] on the Agency's role in counterinsurgency, and also Mr. Karamessines, who is the Assistant Deputy of this Directorate, who will talk to you about the Clandestine Services generally.

STAT The next one, the Deputy Director for Science and Technology is Dr. Albert Wheelon. Now this Directorate has both collection responsibilities and production responsibilities -- production through an Office of Scientific Intelligence which produces finished intelligence in support of the Deputy for Intelligence, and the operation of some technical systems for the collection of information, some of which is by far the most important that the Government is collecting today. Dr. Wheelon is coming to talk with you about the functions of this Directorate and the role of science and technology in intelligence today, and I will not need to say more about it.

On the far right is the Deputy Director for Support. Support over here -- excuse me, but my military experience is about 18 and a half years old now, and I haven't kept up with the new organizations, but in my day, at least, this would have been a combination of G-1, G-4, plus all the special troops -- personnel, training, communications, security, logistics, medical services, finance, etc. The mission of this Directorate is to support the entire Agency, on a worldwide basis, in these functional

specialties, wherever they happen to be located. Now we will not produce a speaker from that Directorate today, because we don't have the time, and I think this is something which perhaps you people understand as well as we do.

Now everything that we do here in the way of collection of information and everything that is done in the entire United States Government that produces intelligence, if it is important, eventually goes into our reservoir of information which is considered when we are producing a National Intelligence Estimate on any given situation that the community, or the President, or the Secretary of State, or someone else who might have authority to request a National Intelligence Estimate. Everything that we collect, whatever we do with it, eventually is considered by the Office of National Estimates and then the Board of National Estimates -- which you see on the upper left-hand corner of the chart here -- before it is disseminated to the community in the form of a National Estimate or an Intelligence Memorandum which is of national importance or national in character.

The Office of National Estimates, which is a part of the DD/I, here on your left, provides the staff in support of the Board. The Board of National Estimates supports the Director as the Chairman of the United States Intelligence Board. The Board is made up of a group of 10 or 12

distinguished citizens from a number of disciplines, who sit with no day-to-day responsibilities but with the idea of bringing a balanced judgment into all of the estimates which are produced. We strive to have distinguished people from the military services, as well as academic institutions, the State Department, etc. At the moment I believe we have General Barnes from the Air Force, who is on the Board, we have Admiral Nelson, who is going to join the Board before too long, we have General Collins from the Army, we have Ambassador (Doc Matthews) from the State Department, and a number of other distinguished people, who attempt to ensure that the estimates that we turn out are balanced, taking into consideration all the factors which should be taken into consideration in the production of national intelligence and national estimates of this character.

The Director of the Office of National Estimates is Dr. Sherman Kent, whose biography I know you have in your program, and I won't take time to repeat it. He is also the Chairman of the Board of National Estimates. He is your next speaker.

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